

Summary of Peter May Recommendations and Action Plan (as of 7th May 2026)

| Ref | Summary Recommendation | Action Agreed | Update |
|------------|--|---|---|
| PM1 | That the NIO meet with ICRIR as a matter of urgency to reach a common understanding on how the current and planned legislation is to be given practical effect by the Commission (and its successor). | Regular meetings are already underway to discuss Bill implementation. ICRIR to produce a draft statement on its purpose and mission to be shared and jointly agreed with NIO. | Proposals on statement discussed at meeting on 27/4. Further work agreed. |
| PM2 | That the Board engage an independent expert in investigations to provide them with assurance that investigative practice is in line with stated objectives and pace at least every six months. This expertise could be drawn from the Expert Advisory Group already in place to avoid duplication. | In consultation with NIO, ICRIR to identify and engage an independent investigative expert. | Individual to be engaged by end May 2026 - discussions underway. |
| PM3 | That the Commission prepare communications to Requesting Individuals and the public. | ICRIR to develop a comms and engagement plan including comms to Requesting Individuals and stakeholders which sets out its current approach to case management and case sequencing. | Undertaken by date of publication of Review. |
| PM4 | That work be done to clarify the roles of line management and the corporate centre within ICRIR. There needs to be full engagement in this work of all parties with a role to build a common | ICRIR to establish a working group led by HR to establish expectations of a leader and develop a curriculum to support leadership development using, | Group to be established and Terms of Reference to be finalised by end of May. |

| | | | |
|------------|---|--|---|
| | framework using practical examples to make it real. The approach should then be reviewed after 12 months (or sooner if required). | where appropriate, the Civil Service guidelines on line manager and leadership standards. | |
| PM5 | That additional oversight of the first cases likely to pass to findings be instigated with a view to establishing common procedures across the Commission, identifying and resolving any snags quickly and ensuring the earliest possible delivery of final reports consistent with appropriate quality outcomes. The scope of the work should include how findings are engaged in the investigation phase and how investigations are included in the findings phase. | The ICRIR Chief Commissioner and ICRIR Commissioner for Investigations will work together to assess the effectiveness of the investigations/findings interface and implement improvements as processes embed. The appointed Independent Expert and ICRIR External Advisory Group should provide external assessment of this process. | Currently underway. Update due ahead of the June meeting of the Group. |
| PM6 | That the NIO Permanent Secretary and Chief Operating Officer institute six monthly meetings with the Chair of the Commission (or its successor) and the Chief Executive until such times as there is steady state in the relationships and capability of ICRIR (or its successor). | Monthly meetings to be established between NIO (Permanent Secretary and Chief Operating Officer) and ICRIR (Chief Commissioner and CEO) in addition to the already agreed fortnightly sponsorship meetings at working level | Ongoing - these regular meetings are underway. |
| PM7 | That, as part of the reset proposed, the ICRIR Board should consider carefully what it is drawing into its discussions to ensure it is not encroaching unreasonably into the executive space. | Further work to be taken forward by ICRIR in order to ensure appropriate and efficient decision making across the organisation. | Work commenced in April 2026 and will be discussed at June ICRIR Board meeting. |
| PM8 | That the ICRIR Chief Executive and Finance Director put in place and oversee a plan to | ICRIR CEO and Finance Director put in place a plan for agreement by the new | Paper considered at the 27/4 meeting. Plan in place and |

| | | | |
|-------------|---|---|--|
| | ensure the finance function continues to function effectively during any staff changeover and that corporate knowledge is shared. Regular updates on progress should be provided to the Chair of the Audit and Risk Committee (ARC). | Finance Committee with monitoring taking place as part of regular Sponsorship meetings and by the Chair of the ICRIR Audit and Risk Committee (ARC). | implementation underway with regular updates to ICRIR ARC and Board. |
| PM9 | That ICRIR create a Finance Committee with a focus on budgetary issues. | The new Committee will be established by ICRIR and hold its first meeting in May 2026. ICRIR will bring in external financial expertise to chair the committee. | Proposals considered at the 27/4 meeting. Committee to be established by end of May 2026 |
| PM10 | That the ICRIR CEO and the Finance Director create a clear project plan and oversee the achievement of all Priority 1 audit recommendations before the next ARC meeting and present at that meeting the plan to address the remaining other recommendations not yet achieved. | Project plan on audit recommendations in place by end April, with progress monitored at sponsorship meetings. | Proposals considered at the 27/4 meeting. Plan in place. Monitoring ongoing in line with the governance framework. |
| PM11 | That the ICRIR annually-managed expenditure (AME) budget have 15% headroom built in to reflect the demand-led nature of its work. | To be considered by the new Finance Committee and discussed further with the NIO Finance Team. A paper to be brought back to the Oversight Group to consider. | First meeting of the new Finance Committee by the end of May 2026. To be discussed at the June meeting of ICRIR Board followed by engagement with Oversight Group. |
| PM12 | That ICRIR's approach to air and taxi travel be reviewed | This recommendation will be considered by the new Finance Committee, with HR input as required. | First meeting of new Finance Committee by end of May 2026 |

| | | | |
|-------------|---|---|--|
| | | | with this action completed by end June |
| PM13 | The ICRIR Board should finalise its raising a concern policy as soon as possible and ensure it is widely publicised. | Policy to be finalised and shared with all staff. | Complete - shared in early April. Further updates being considered as appropriate. |
| PM14 | That the Senior Leadership Team hold a facilitated workshop to explore the values of the organisation as they apply to the workings of the senior team and the engagement with the employees of the Commission. The outcomes should then be discussed by ERG (and, if recognised, by Trade Unions) with a view to finalising a Staff Charter in due course. | ICRIR to develop proposals for addressing culture issues. These proposals should include a draft Staff Charter but should not be limited to a workshop. | Proposals to be developed by end May 2026 for implementation over the summer |
| PM15 | That the Commission Board communicate the key elements of the reset to the organisation by mid March 2026 and act as role models for the reset. | An internal comms plan should be developed by ICRIR in conjunction with NIO, and communicated to all staff alongside publication of the report. | Scheduled for the first half of May. |
| PM16 | That ICRIR commence engagement with Trade Unions with a view to putting in place the normal Whitley type arrangements as soon as possible. | Discussions with PCS have commenced and a request for voluntary recognition has been received. | Complete. ICRIR has granted voluntary recognition to the Public and Commercial Services Union (PCS) for collective bargaining purposes for a defined group of staff, effective 1 May 2026. |

| | | | |
|-------------|---|---|---|
| PM17 | That the Commission senior team place a focus on addressing employee issues using internal communications channels including as problems affecting the direction of the Commission arise. This effort should include building stronger feedback loops to ensure that employees have opportunities to raise the points that they feel most strongly about. | ICRIR will consider this as part of the work on proposals for addressing culture issues together, including work already underway on the ICRIR People Survey. | Proposals to be developed by end May 2026 for implementation over the summer with People Survey to take place by end of the year. |
| PM18 | That the Commission adopt a lessons learnt approach when things go wrong as part of developing a growth mindset. | ICRIR will consider as part of the work on proposals for addressing culture issues together. | Proposals to be developed by end May 2026 for implementation over the summer |
| PM19 | That the ICRIR Board establish an oversight mechanism to oversee the implementation of this report taking into account the intent behind the recommendations. The Board should ensure all the key players are engaged in that forum - including the NIO given the important role the sponsor will play in various ways. | An ICRIR & NIO joint oversight group has been established and is expected to meet monthly. | Complete. The group was established and the first meeting took place in April. |